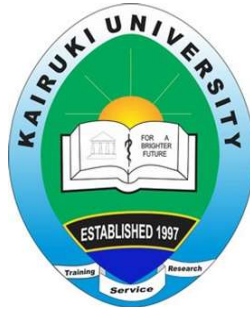


# **KAIRUKI UNIVERSITY**



## **GENDER POLICY**

**SEPTEMBER 2025**

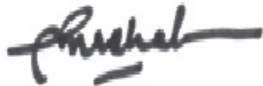
## **FOREWORD**

I am honoured to introduce the KU Gender Policy, a key initiative in our commitment to fostering an inclusive and equitable academic environment. This policy provides a strategic framework to guide our actions in achieving true gender equity and equality across all university operations.

In 2023, the University established a Gender Desk Committee to address and monitor gender related issues, provide counselling to victims, implement this policy, and collaborate with stakeholders to eliminate all forms of gender discrimination. The Committee works diligently to integrate gender-sensitive practices throughout the University, while ensuring equal opportunities and maintaining a safe environment free from harassment.

This policy aligns with national and international standards, including Tanzania's Constitution (1977), the National Development Vision (2030), the Convention on the Elimination of All Forms of Discrimination against Women (1979), and the Sustainable Development Goals (2015). By upholding these principles, KU sets a benchmark for gender equity in higher education. By upholding these principles, Kairuki University (KU) sets a benchmark for gender equity in higher education.

I encourage every member of the KU community to actively engage with and support this policy. Together, we can build a university where gender equality is not merely an aspiration but a reality. This policy represents a shared commitment to creating a future where respect, dignity, and empowerment for all are at the forefront of our educational mission.



Prof. Yohana Mashalla  
**Vice Chancellor**  
**September, 2025**



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## ABBREVIATIONS

AU	African Union
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRC	Convention on the Rights of the Child
DOS	Dean of Students
FYDP	Five-Year Development Plan
GDC	Gender Desk Committee
GBV	Gender Based Violence
HKMU	Hubert Kairuki Memorial University
ICT	Information and Communication Technology
KH	Kairuki Hospital
KHEN	Kairuki Health and Education Network
KPIL	Kairuki Pharmaceuticals Industry Limited
KSN	Kairuki School of Nursing
KU	Kairuki University
KUSA	Kairuki University Students Association
M&E	Monitoring and Evaluation
MD	Doctor of Medicine
MIUHS	Mikocheni International University of Health Sciences
NACTVET	National Council for Technical and Vocational Education and Training
NGO	Non-Governmental Organization
NPA-VAWC	National Plan of Action on Violence Against Women and Children
PCCB	Prevention and Combating of Corruption Bureau
PGSR	Postgraduate Studies and Research Institute
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SH	Sexual Harassment
SoM	School of Medicine
SoN	School of Nursing
SSW	School of Social Work
STEM	Science, Technology, Engineering, and Mathematics
TCU	Tanzania Commission for Universities
TEA	Tanzania Education Authority
UNDP	United Nations Development Programme
VC	Vice Chancellor

## DEFINITION OF TERMS

In this policy, the following terms will have the meaning provided below:

Affirmative action	Special measures aimed at creating a state of equality between females and males through the implementation of deliberate strategies aimed at elevating the status of the disadvantaged.
Culture	Distinctive ideas, beliefs, and norms which characterize the way of life and relations of a society or group within a society.
Date Rape	Coerced sexual intercourse during a mutually agreed upon meeting.
Empowerment	A process of enabling individuals regardless of gender access to resources and developing one's capabilities to participate actively in shaping one's own life and that of one's community in economic, socio-cultural, political and religious terms.
Engender	The process of ensuring that planning and programming is appreciative and considers gender difference and concerns.
Gender	Refers to the socially constructed roles, behaviors, and expectations assigned to men and women, which influence their access to resources and opportunities.
Gender discrimination	Refers to unequal treatment of individuals or groups of people based on their gender that results in reduced access to/ or control of resources and opportunities.
Gender Equality	Refers to the equal treatment of men and women, boys and girls so that they can enjoy the benefits of development including equal access to and control of opportunities and resources.
Gender Equity	Refers to the practices of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power and opportunities.
Gender mainstreaming	Refers to the consistent integration of gender concerns into the design, implementation, monitoring, and evaluation of policies, plans programs activities and projects at all levels.
Gender based violence	Any harmful act whether is sexual psychological or physical that is perpetrated against a person and is simply based on differences between male and females (gender).
Gender bias	Gender bias occurs when there is gender disparities and differential treatments given to

	people based on sex such as resources and opportunities for better life.
Gender blind	This is a conscious or unconscious way of doing or saying things without recognizing or considering differences in position, needs and feelings based on gender.
Gender analysis	Is a systematic gathering and examination of information on gender differences and social relations to identify, understand and redress inequities based on gender.
Gender stereotyping	Gender stereotyping is a way of thinking that persists in people's attitudes and practices and is also often reflected in policies and laws of a country or community.
Gender division of labour	Refers to the classification and allocation of tasks for women and men in managing domestic and community activities. Gender division of labour inflicts gender stereotyping.
Gender oppression	Is a result of imbalance of power between women and men. Gender oppression occurs when one sex is treated in a cruel or harsh manner or made to feel uncomfortable or unhappy in socio-economic and political life.
Gender and development	Is the effort of addressing issues concerning equal opportunities for both women and men. The main goal is to change or redress the inequalities between women and men for sustainable development.
Sexual Harassment	is any unwelcome conduct of a sexual nature that affects the dignity of women and men, and which is explicitly or implicitly made a condition of employment, education, or other benefits, or that creates an intimidating, hostile, degrading, humiliating, or offensive environment.

## **EXECUTIVE SUMMARY**

The KU Gender Policy is a strategic initiative aimed at fostering gender equity and equality across all aspects of the University's operations. Education is a fundamental human right and a cornerstone for individual and national progress. This policy underscores KU's commitment to providing equitable access to higher education for both women and men, recognizing the vital role gender inclusivity plays in socio-economic development, improved health outcomes, and the promotion of democracy and good governance. This commitment aligns with KU's mission of educating liberally and broadly and qualifying men and women to advance the frontiers of knowledge through research, consultancy, and advisory services to the public.

Key elements of the policy include the establishment of a Gender Desk Committee responsible for implementing, monitoring, and evaluating gender-related initiatives to ensure gender issues are systematically integrated into all institutional policies, programs, and activities. The policy promotes a gender-sensitive work and learning environment, aims to achieve gender parity in decision-making bodies, and supports gender-responsive curricula. It addresses critical issues such as gender-related issues, ensuring a safe and supportive environment for all students and staff.

The policy outlines specific actions and programs designed to eliminate gender disparities and support the participation of disadvantaged and vulnerable groups in university life, fostering a balanced and fair academic community where everyone has the opportunity to thrive.

The implementation of this policy will be monitored through a robust framework that includes data collection and analysis to assess progress. Regular reviews will ensure the policy remains relevant and responsive to emerging issues and trends. KU is committed to allocating resources to support the Gender Desk Committee, ensuring the sustainability and effectiveness of gender initiatives.

## **ACKNOWLEDGEMENT**

Kairuki University gratefully acknowledges the support and guidance of the Board of Directors and the University Council in the development of this policy. Their leadership and timely approval were key to its successful completion.

We also extend our sincere appreciation to all KU staff who contributed through consultations, reviews, and constructive feedback. Your input has enriched the relevance and quality of this document.

Special recognition is given to the Policy Development and Review Committee members, namely **Dr. Boniphace Wandwi, Mr. Abraham Mwalugeni, Ms. Janeth Mwanga, Mr. January Karungula,** and **Ms. Nancy Mwamfwagasi,** for their commitment, teamwork, and timely delivery of this policy.

Your collective efforts are deeply valued and have been vital to the realization of this work.

**Prof Godwin Ndossi**  
**Deputy Vice Chancellor, Finance Planning and Administration**

## **CHAPTER 1**

### **1.0 HISTORICAL BACKGROUND**

#### **1.1 Introduction**

Kairuki University, formerly known as Hubert Kairuki Memorial University, is an accredited higher learning institution, established by Charter. KU is recognized by the Government of United Republic of Tanzania, through the Tanzania Commission for Universities, and is part of a Non-Governmental Organization, known as the Kairuki Health and Education Network. Other institutions which are incorporated under KHEN are Kairuki Hospital (KH), Kairuki School of Nursing and Kairuki Pharmaceuticals Industry Limited.

KHEN established Kairuki University, initially as Mikocheni International University of Health Sciences, in 1997. MIUHS's name was changed to Hubert Kairuki Memorial University following the untimely demise of its founder, the late Prof. Hubert Kairuki in 1999, who was also the institution's first Vice Chancellor. In 2024 the name changed to Kairuki University.

The ownership of KU is vested in KHEN, a private company, limited by guarantee, not having share capital, and incorporated in Tanzania. It was established to provide health and education services. The University is headed by a Chancellor, currently Hon. Anne Semamba Makinda, former Speaker of the Parliament of Tanzania.

The governing organs of the University include the University Council, the Senate, and School Boards.

#### **1.2 Vision**

The vision of KU is to become a model private University in Tanzania and Africa; one that provides the highest quality education, conducts cutting-edge research, and provides exemplary service to society.

#### **1.3 Mission Statement**

The mission of KU is to educate liberally and broadly, qualify men and women to advance frontiers of knowledge through research, consultancy, and advisory services to the public.

#### **1.4 Location**

KU is located at 70 Chwaku Street, Mikocheni area, Kinondoni district, some seven kilometers from Dar es Salaam city centre.

#### **1.5 Objectives and Functions of the University**

- a) To provide an academic centre of excellence for the advancement of learning, knowledge, innovation and creativity in the training of professionals in health and related fields.
- b) To diffuse and extend health and allied sciences and information and communication technology.

- c) To provide more opportunities for training of doctors, nurses and other professionals to bridge the gap in the demand and supply of trained personnel in the health and related fields.
- d) To provide any discipline of higher education, research, consultancy services; establishment of centers and places of learning education (including continuing education), professional or vocational training and research; and so far as is consistent with these objects; To nurture a balanced intellectual, aesthetic, social, cultural and moral growth of the students at the University.
- e) To nurture a balanced intellectual, aesthetic, social, cultural and moral growth of the students at the University.

### **1.6 Core Values of the University**

**Professionalism:** We strive to adhere to the highest professional ethics and standards; and impart these elements to students.

**Excellence:** We are committed to excellence. We shall continue to recruit the most promising students, schools, and staff; and provide them with resources to excel.

**Adaptability:** We are committed to embrace the latest scientific and technological advancements and adapt them to suit the local situations.

**Competitiveness:** We shall cultivate the culture of competitiveness, responsiveness, and integrity.

**Partnerships:** Since the University is young and dynamic, we shall seek to learn from all available best practices and grow stronger together with our peers. The University has a strong resolve towards interdisciplinary activities, colloquia, and research, aiming at forging new alliances for innovativeness in emerging new sciences. It also seeks to provide an interface where students, administrative and academic staff work together for a common shared vision and goals.

## **CHAPTER TWO**

### **2.0 BACKGROUND TO GENDER POLICY**

#### **2.1 Introduction**

Historically, gender disparities in education have posed significant challenges, with women and marginalized groups often facing barriers to accessing and succeeding in higher education. To address these disparities, gender mainstreaming in higher education has emerged as a crucial strategy. This approach involves embedding gender considerations into all university policies and practices to empower individuals of all genders, including women, men, and those with disabilities, in the design, implementation, monitoring, and evaluation of policies and activities.

Education is a fundamental human right and a key driver of sustainable individual and national development. Access to education, including higher education for all genders, is vital for socio-economic advancement. According to Lee, J. W., & Lee, H. (2018), higher education significantly contributes to growth, productivity, increased individual earnings, and the reduction of income inequalities and poverty. Ensuring equal opportunities in education is crucial for improving health outcomes, democratic processes, governance, and leadership. Over time, various global and national initiatives have sought to address gender imbalances in education. Key milestones include the adoption of international conventions and frameworks such as the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Convention on the Rights of the Child (1989), and the Sustainable Development Goals 2015, (the 2030 Agenda for Sustainable Development), particularly Goal Five, which aims to achieve gender equality and empower all women and girls.

In response to these global efforts and ongoing gender imbalances, KU has developed a comprehensive policy framework to enhance institutional performance and promote gender equity. This policy outlines principles and strategies essential for achieving gender equity and bridging gender gaps at all educational levels. It includes measures to address and eliminate potential gender inequities and inequalities within the University.

The implementation of this policy aims to foster gender equity, equality, and inclusiveness for all individuals, including men, women, and people with disabilities. The Gender Desk Committee is tasked with overseeing the policy's implementation, addressing gender issues, making affirmative decisions based on KU's gender principles, and conducting regular reviews to ensure the policy remains effective and relevant in addressing emerging gender issues and trends.

#### **2.2 Rationale for the Gender Policy**

Addressing gender inequality involves a robust legal and policy framework. The United Republic of Tanzania Constitution lays a foundation by recognizing the equality of all individuals and incorporating a Bill of Rights that prohibits discrimination on any grounds. Article 9 mandates respect for human rights as outlined in the Universal Declaration of Human Rights, requiring equal opportunities for both men and women. Article 21 ensures every citizen's right to participate in governance, either directly or through elected representatives, while Article 22 guarantees equal rights and opportunities under the same terms for holding office. The Constitution also endorses affirmative action to address historical gender disparities.

Tanzania's Development Vision 2050 places a significantly strengthened and explicit focus on gender equality. It actively positions women and youth at the core of the country's economic and social transformation, recognizing their potential as key drivers of national development. A central, ambitious goal of the vision is to reduce gender inequality by 85% by 2050, a measurable target that underscores a strong commitment to closing existing gaps. The vision outlines a comprehensive approach that includes a commitment to creating a society free from gender-based violence, increasing the representation of women in all leadership and decision-making roles, and enhancing women's economic participation through improved access to credit, technology, and land. Additionally, it stresses the importance of investing in human capital, with a focus on improving access to education, particularly in STEM fields for girls, as well as enhancing healthcare and social services to unlock the full potential of women and girls as key contributors to a prosperous and inclusive Tanzania.

Sector-specific policies reinforce these goals. Tanzania's Women and Gender Development Policy (2024) is a significant national framework for advancing gender equality and women's empowerment. The policy is a core component of the nation's ambitious development agenda and is built on several key pillars. It emphasizes gender mainstreaming, which involves integrating gender considerations into all government policies, programs, and budgets. The policy also focuses on legislative reform, such as recognizing violence against women in politics as an election offense. Other key areas include promoting economic empowerment by formalizing women's contributions in the informal sector and bridging the digital divide, as well as actively combating GBV through the National Plan of Action on Violence Against Women and Children (NPA-VAWC) 2024-2027. Finally, the policy advocates for increased representation of women in leadership roles and promotes a data-driven approach for effective planning and evaluation.

The Universities Act of 2005 mandates gender equality, balance, and equity as core functions of the Tanzania Commission of Universities, aligning with the Higher Education Policy's commitment to gender equity.

The Tanzania Education and Training Policy (ETP) 2014, 2023 Edition, is designed to promote gender equality by aligning with and supporting the country's broader national gender policies. It specifically focuses on ensuring equitable access, improving retention, and enhancing the quality of education for both boys and girls.

Tanzania is also committed to international human rights treaties that reinforce gender equity. The Universal Declaration of Human Rights (1948) and the Bill of Rights (included in Tanzania's Constitution, 1984), mandate the elimination of discrimination. The Convention on the Elimination of All Forms of Discrimination Against Women (1979), requires government action to promote women's empowerment and combat discrimination. Regional agreements, such as the SADC Protocol on Gender and Development (2016) advocates for affirmative action to achieve 50% women's representation in political and decision-making positions, in line with the African Union's Solemn Declaration on Gender Equality in Africa (2004).

In this context, higher education institutions play a pivotal role in developing and implementing gender policies that align with international, regional, and national standards, thereby advancing gender equality and women's empowerment both within the university and in the broader society. KU has, therefore, developed a Gender Policy for university operations to facilitate and maintain complete gender balance across all activities, ensuring equitable participation, representation, and benefits for all genders in every aspect of institutional operations.

### ***2.3 KU Gender Principles***

The KU gender policy is based on the guiding principles that the University shall follow which are:

1. **Equal Opportunity Employer:** KU is committed to being an "Equal Opportunity" employer, ensuring fairness and inclusivity in all employment practices.
2. **Zero Tolerance for Sexual Harassment:** The University adheres to a strict "Zero Tolerance" policy on sexual harassment, ensuring a safe and respectful environment for all members of the KU community.
3. **Gender-Sensitive Work Environment:** KU is devoted to establishing and promoting a gender-sensitive work environment. To achieve this, the University will organize regular workshops, seminars, and other relevant activities. All KU events and programs, both internal and external, will include a gender component and address the specific needs of participants.
4. **Documentation of Gender Processes:** KU will ensure thorough documentation of all processes related to gender activities within the University. These records will be accessible to those who wish to use them to promote and strengthen gender equality within their work spheres. They will also be regularly reported in the KU newsletter and on the KU website.

### **2.4 Legal and Policy Context**

Tanzania reinforces its commitment to gender equality and inclusive education through the Constitution (1977, amended 2005), which guarantees equal educational opportunities, and the Children's Act (2011), which ensures every child, including girls, has the right to education. Other documents, such as Five-Year Development Plan (FYDP III) covers 2021/22 to 2025/26, the Education Sector Support Programme (2008–2017), and Tanzania Development Vision 2050, alongside the Women and Gender Development Policy (2024), the National Strategy for Gender Development (NSGD) 2005, and the UNDP Tanzania Gender Equality Strategy (2022–2027), promoting women's empowerment, inclusivity, and alignment with international standards like CEDAW, and the Beijing Declaration and the SDGs.

Besides various national policies and documents related to social justice, equal opportunities and mitigation against gender disparity, Tanzania has reinforced its commitment to gender equality and education for women and girls by signing key international protocols and conventions, including the Universal Declaration of Human Rights (1948), Convention on the Rights of the Child (1989), CEDAW (1979), Beijing Declaration (1995), Dakar Framework for Action on Education for All (2000), the Sustainable Development Goals (2015), and the African Union's Maputo Protocol

(2003), complementing national policies to promote inclusive education, women's empowerment, and protection of vulnerable groups.

## **2.5 Goal and Objectives**

The University is committed to enhance the principle of equal opportunities for all persons such that no deserving individual is discriminated based on gender, and institutionalize the policy of gender mainstreaming to ensure that opportunities and benefits are equally accessible to both women and men.

### **2.5.1 Goal**

The goal of this policy is to promote gender mainstreaming across KU's operations, including academic programs, staff training, research, publications, and consultancies.

### **2.5.2 The Objectives**

The aim of this Policy is to accomplish the following:

1. Establish guidelines to empower women and increases participation of both students and staff in governance.
2. Advocate for the transformation of institutional values, norms, and practices that impede the promotion of gender equality.
3. Cultivate an environment that nurtures the intellectual growth of both men and women to their fullest potential.
4. Integrate gender perspectives into curricula, teaching, research, and program evaluation.
5. Ensure equal opportunities for men and women in recruitment, career development, and access to resources, while addressing historical gender imbalances through affirmative actions to promote equity within the University.
6. Prevent and eliminate sexual harassment and gender-based violence.
7. Ensures equal access to education and nurtures students' intellectual growth to support retention.

## **2.6 Scope of the Gender Policy:**

The provisions of the Gender Policy apply to all activities and programs of Kairuki University at all levels, including stakeholders involved in these activities. This includes:

1. **University Staff:** All issues related to the rights, responsibilities, and conditions affecting university personnel.
2. **University Students:** All matters concerning the rights, experiences, and welfare of students enrolled at the university.
3. **Contractors:** All contractors providing services to the university, ensuring compliance with gender-related provisions.
4. **Stakeholders:** All individuals and groups engaged with the university, promoting a gender-sensitive approach in interactions and collaborations.
5. **University Curricula and Environment:** This includes the curricula, facilities, policies, infrastructural development, endowments, and the provision of resources essential to support relevant gender-related activities and initiatives.

## CHAPTER THREE

### 3.0 POLICY ISSUES, STATEMENTS, AND STRATEGIES

The KU Gender Policy seeks to foster an environment of gender equity and inclusivity by addressing critical gender-related challenges within the University. This chapter provides a comprehensive overview of the policy issues, corresponding statements, and actionable strategies that will guide the University in achieving gender parity across its operations.

The policy recognizes and responds to key issues such as leadership disparities, gender-based violence, unequal opportunities, and discrimination. By targeting these areas, the policy aims to create a supportive and safe space for both students and staff, where gender equality is embedded in all institutional processes.

This chapter highlights the seven focal areas of the KU Gender Policy:

1. Decision-Making Bodies
2. Policy-Making Processes
3. Learning and Working Environment
4. Assessment System
5. Staff Recruitment, Development, and Promotion
6. Gender-Based Violence and Sexual Harassment
7. Student Enrolment and Retention

Each focal area presents specific issues to address, clear policy statements that outline the University's commitments, and strategies to achieve meaningful, sustainable gender equality as described below:

#### 3.1 Decision-Making Bodies

##### **Issue**

Despite progress in appointing women to leadership positions at KU, the University has yet to reach the optimal minimum threshold of at least one-third gender representation in decision-making bodies.

##### **Objective**

To ensure gender sensitivity and equity in the appointment and elective processes within KU's governance and leadership structures.

#### **Policy Statements**

The KU shall:

1. Promote and institutionalize gender parity in both elective and appointive leadership positions at all levels.
2. Apply the principles of gender equity and equality in governance structures, including staff leadership roles and student associations.
3. Implement progressive measures to increase female representation in senior decision-making roles until the acceptable level of gender parity is achieved.
4. Ensure that all University committees, boards, and decision-making organs reflect gender balance and inclusivity.

### **Strategies**

1. Adopt and implement affirmative action policies to achieve equitable gender representation in decision-making bodies.
2. Provide targeted capacity-building programs to empower qualified and competent female staff to compete for leadership roles.
3. Strengthen the Gender Desk Committee to oversee gender mainstreaming efforts in leadership appointments.
4. Identify and designate gender focal persons within University leadership to champion gender-sensitive policies.
5. Develop and enforce gender-sensitive guidelines for appointing academic heads of departments, deans, and other senior officials.

## **3.2 Policy-Making Processes**

### **Issue:**

Gender considerations are not consistently integrated into institutional policies, leading to gaps in gender equity and responsiveness.

### **Objective:**

To institutionalize gender mainstreaming in all policy-making processes at KU.

### **Policy Statements:**

KU shall:

1. Ensure gender-sensitive approaches in policy formulation, implementation, and review.

2. Establish a framework for monitoring and evaluating the gender impact of University policies.
3. Promote equal participation of all genders in policy development.

**Strategies:**

1. Develop and implement a Gender Impact Assessment Framework for all University policies.
2. Appoint gender focal persons in policy formulation committees.
3. Conduct periodic gender audits to assess policy effectiveness.
4. Strengthen the Gender Desk Committee to oversee gender integration in policy-making.

**3.3 Learning and Working Environment**

**Issue:**

Gender disparities in the learning and working environment affect academic performance, career growth, and overall well-being.

**Objective:**

To create a safe, inclusive, and gender-sensitive academic and workplace culture.

**Policy Statements:**

KU shall:

1. Promote a gender-sensitive and inclusive academic and workplace culture.
2. Provide facilities and services that cater to the specific needs of all genders.
3. Enforce measures to prevent discrimination, harassment, and bias.

**Strategies:**

1. Develop and implement gender-responsive infrastructure, including lactation rooms and gender-neutral restrooms.
2. Introduce flexible work arrangements to support work-life balance for staff.
3. Strengthen institutional policies to prevent gender-based discrimination and bias.
4. Conduct gender awareness training for faculty, staff, and students.

**3.4 Assessment System**

**Issue:**

Assessment and evaluation methods may unintentionally reinforce gender biases and fail to accommodate diverse learning needs.

**Objective:**

To ensure fair, inclusive, and gender-sensitive assessment and evaluation methods.

**Policy Statements:**

KU shall:

1. Ensure that assessment and evaluation methods are free from gender bias and accommodate diverse learning styles.
2. Encourage research and curriculum development that address gender issues and promote gender equality.
3. Implement policies to support equal opportunities for academic and professional advancement.

**Strategies:**

1. Review and revise assessment policies to eliminate gender biases.
2. Integrate gender studies and awareness into curricula to promote inclusivity.
3. Establish mentorship programs to support students facing gender-based academic challenges.

### **3.5 Staff Recruitment, Development, and Promotion**

**Issue:**

Gender disparities persist in hiring, career progression, and leadership opportunities, particularly in senior positions.

**Objective:**

To promote gender equity in recruitment, career progression, and leadership development.

**Policy Statements:**

KU shall:

1. Implement gender-responsive hiring and promotion policies.
2. Address gender disparities in academic and administrative positions through affirmative action.
3. Provide mentorship and leadership training programs to support career growth for underrepresented genders.

**Strategies:**

1. Adopt affirmative action policies in hiring to ensure gender balance in leadership roles.

2. Develop and implement leadership training programs for women and other underrepresented genders.
3. Ensure transparent and gender-sensitive promotion criteria for all staff.
4. Establish a Gender Equity Monitoring Committee to oversee recruitment and promotion policies.

### **3.6 Gender-Based Violence (GBV) and Sexual Harassment (SH)**

**Issue:**

Cases of GBV and SH impact students and staff members well-being, safety, and academic performance.

**Objective:**

To prevent and respond effectively to GBV and SH at KU.

**Policy Statements:**

KU shall:

1. Establish clear policies and reporting mechanisms for GBV and SH cases
2. Provide accessible support services for victims.
3. Conduct regular training and awareness programs on GBV prevention and gender sensitivity.

**Strategies:**

1. Strengthen the Gender Desk Committee to handle GBV and SH cases.
2. Implement confidential and survivor-friendly reporting mechanisms for victims.
3. Conduct annual GBV and SH awareness campaigns targeting students and staff.
4. Collaborate with law enforcement and relevant authorities to ensure legal action against perpetrators.

### **3.7 Student Enrolment and Retention**

**Issue:**

Gender disparities exist in student enrolment, particularly in underrepresented fields, leading to lower retention rates for some gender groups.

**Objective:**

To enhance gender diversity in enrolment and improve retention and academic success.

**Policy Statements:**

KU shall:

1. Address gender disparities in student enrolment, particularly in science and technology/ health-related programs.
2. Implement targeted interventions to encourage gender diversity in all academic disciplines.
3. Strengthen support systems to enhance the retention and academic success of marginalized gender groups.

**Strategies:**

1. Offer scholarships and incentives to students from underrepresented gender groups.
2. Develop mentorship and peer-support programs to assist students in overcoming gender-based barriers.
3. Establish gender-sensitive academic counseling and career guidance services.
4. Engage in outreach programs to encourage gender-diverse enrolment in science and technology and other male- or female-dominated fields.

Through these interventions, KU will ensure that gender equity is fully integrated into its decision-making, educational practices, recruitment, staff development, and overall institutional culture. The aim is to empower all genders, reduce barriers, and cultivate a more inclusive and supportive environment for everyone in the KU community

## CHAPTER FOUR

### 4.0 IMPLEMENTATION OF THE POLICY

#### ***4.1 Implementation Structure***

The implementation of gender policy requires a well-coordinated and structured institutional framework to translate goals, objectives and strategies into action programs at all levels of the university functions. The implementation of this policy is through the Gender Desk Committee.

#### ***4.2 Structure and Responsibilities of the Gender Desk***

##### ***4.2.1 Structure of the Gender Desk***

The Gender Desk Committee shall be composed of a Gender Desk Coordinator/Chairperson and other members, ranging from a minimum of five (5) to a maximum of fifteen (15). Among these members, five (5) must be students.

The appointment of members to the Gender Desk Committee should ensure representation from different Schools, Departments and genders. The Gender Desk Committee will be placed under the Office of the Vice Chancellor.

At KU the Gender Desk Committee is composed of the following:

1. Representative from School of Social Work
2. Representative from School of Nursing
3. Representative from Kairuki School of Nursing
4. Representative from School of Medicine
5. Representative of the Administrative staff
6. Representative from Directorate of Postgraduate Studies and Research
7. One student from each school

##### ***4.2.2 Appointment of the Coordinator/Chairperson and Members of the Gender Desk Committee***

1. The Coordinator/Chairperson of the Gender Desk Committee shall be appointed by the Vice Chancellor from among the employees.
2. Staff members shall be appointed by the Vice Chancellor considering gender balance and representation of schools.
3. Student members shall be nominated by the Student Government (KUSA from among students who are not leaders of the Student Government. The names of nominees shall be sent to the Vice Chancellor for appointment.

##### ***4.2.3 Qualifications for the Coordinator/Chairperson and Members of the Gender Desk Committee***

1. Must be an employee of KU.
2. Must have adequate understanding of gender- issues.
3. Must have the ability to advocate for rights and equality.
4. Must be of good character (hardworking, respectful, ethical, and able to maintain confidentiality).

#### **4.2.4 Tenure**

1. The term for the Coordinator of the Gender Desk Committee and members (staff) shall be three (3) years.
2. A student member shall serve for only one year but may be re-appointed.
3. Students appointed as members of the Gender Desk Committee should not be in their final year of study.
4. The Coordinator and members may be reappointed after their term, depending on the Vice Chancellor's decision.
5. If a member is no longer eligibility due to death, permanent illness, or other reasons preventing him/her from performing his/her duties, the Vice Chancellor shall appoint another employee, and the Student Government shall nominate another student.

#### **4.3 Responsibilities of the Gender Desk Committee**

To ensure that workplaces and learning environments are friendly and safe for employees, students, and various service providers within KU. In doing so the Gender Desk Committee shall:

1. Receive and address all reports of gender-related cases within KU.
2. Implement the Gender Policy and advise on necessary amendments to the policy to the institution's management.
3. Provide counseling and psychological protection to victims of gender-related cases.
4. Monitor and receive reports and appeals related to gender-related cases within the institution.
5. Design a user-friendly and safe reporting system for incidents of violence.
6. Advise the management on the integration and implementation of gender issues in policies, plans, programs, strategies, guidelines, and budgets of the institution.
7. Educate the KU community on gender-related cases and consider various gender issues in the execution of their duties and responsibilities.
8. Conduct evaluations on the implementation of gender-related cases within the institution and encourage research on gender issues inside and outside the institution.

9. Prepare and maintain records of gender-related issues reported to the Gender Desk.
10. Provide counselling to victims of gender-related cases reporting to the desk.
11. Prepare and submit quarterly reports (every three months) on the desk's activities and the implementation of the work plan to eliminate gender-related cases within the institution's authority.
12. Facilitate the establishment of gender clubs.
13. Connect victims of gender related cases with the Social Welfare Office or investigative bodies such as the Prevention and Combating of Corruption Bureau (PCCB), the Gender and Children's Desk of the Police Force, the Office of the Director of Public Prosecutions, and other relevant bodies.
14. Closely monitor the process during investigation and maintain evidence records for the relevant case.

#### ***4.4 Responsibilities of the Gender Desk Coordinator***

The Coordinator of the Gender Desk at KU shall have the following responsibilities:

1. Report to the Vice Chancellor.
2. Chair all desk meetings.
3. Attend management meetings to present reports on gender-related cases.
4. Establish clubs/champions to educate and combat gender-based violence within KU.
5. Serve as the patron/matron of gender clubs within the institution.
6. Report emergency incidents to the immediate Head.
7. Ensure that reports of gender-related incidents submitted to the Gender Desk are addressed and followed up on.
8. Prepare a strategy to eliminate gender-related cases and oversee its implementation in collaboration with the management, desk members, and various stakeholders.

#### ***4.5 Responsibilities of the Vice Chancellor***

The Vice Chancellor shall have the following responsibilities to ensure that the Gender Desk Committee fulfills its responsibilities effectively:

1. Ensure the committee has the necessary office space, budgets, human resources, and equipment to perform its duties efficiently.
2. Ensure that reports of gender-related cases are submitted to the Gender Desk Committee and addressed promptly.
3. Direct the committee to submit quarterly implementation reports tracking progress and challenges in gender-related activities.

4. Ensure employees, students, and service providers receive regular training and updates on gender issues.
5. Oversee the preparation and implementation of the Gender Policy and its strategy to align with the university's goals of inclusivity and equity.
6. In collaboration with stakeholders, provide education and counseling on gender issues and the impacts of gender-based violence.
7. Participate in review meetings organized by the Ministry responsible for gender issues to ensure KU's Gender Desk aligns with national strategies.

#### ***4.6 Operation of the Gender Desk Committee***

The Gender Desk Committee shall receive reports of gender-related cases incidents at any time, every day, following a specific planned procedure. Additionally, the Gender Desk shall have three types of meetings:

1. Gender Desk Committee and Management Meetings
2. Regular Meetings.
3. Emergency Meetings based on the nature of reported incidents.

The KU legal officer may be invited to attend these meetings if deemed appropriate.

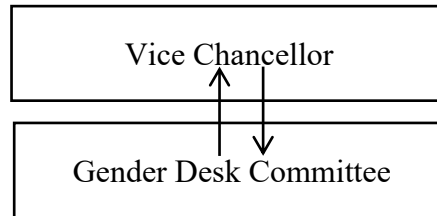
#### ***4.7 Reporting Gender-Based Violence***

Anyone is obligated to report gender-related cases to the KU's Gender Desk. Additionally, the Gender Desk Committee shall prepare a user-friendly procedure for receiving reports of gender-related cases, following these steps:

1. An employee, student, service provider, or anyone shall be responsible for reporting gender-related cases or its indicators to the Gender Desk promptly.
2. In cases where an employee/student or service provider cannot report, a close relative/friend/anyone can report the incident through a confidential procedure.
3. The complainant/victim or reporter of gender-related cases shall report to the desk any threats or obstacles posed by the suspect, friends/relatives of the suspect, or the suspect's family.
4. To ensure justice for both the victim and the suspect of gender-related cases, thorough investigations and detailed reports shall be conducted so that decisions made are beyond doubt and do not harm anyone.

5. Reports of gender-related cases shall be received through direct interviews, emails, text messages, phone calls, suggestion boxes, and other procedures set by the institution for reporting gender-related cases, as the reporter deems appropriate.

*Figure 1: Reporting and flow of information-Gender Issues*



#### **4.8 Protection of the victim and accused in gender-related cases**

Throughout the period when a victim of gender-related cases reports the presence of indicators or actual violence, the Gender Desk shall:

1. Ensure the safety of the complainant, victim, accused, or reporter according to existing management and operational systems.
2. Ensure confidentiality is maintained while the issue or case of gender-related cases is being investigated or undergoing legal procedures.
3. Ensure that the reporter, victim/complainant, and accused/suspect are protected from harm due to the progress of their case.

#### **4.9 Areas of Appeal**

After the Gender Desk receives reports of gender-related cases and if the case is beyond KU's legal capacity, the coordinator shall refer the victim to the VC or any of the senior staff designated to do so, such as:

1. The Gender and Children's Desk within the Police Force
2. The Prevention and Combating of Corruption Bureau (PCCB)
3. Social Welfare Offices
4. One-Stop Centers
5. Health Service Centers
6. Religious Institutions

Note: Reports of violence should be submitted to authorities/institutions with the capacity and mandate to address the specific issue.

## CHAPTER FIVE

### 5.0 MONITORING AND EVALUATION

#### ***5.1 Monitoring and Evaluation (M&E) Framework***

Monitoring and Evaluation is critical in tracking the policy's implementation and assessing the impact of the strategies. The University shall establish a robust M&E framework with specific, measurable, achievable, relevant, and time-bound (SMART) indicators to assess progress towards achieving the policy objectives. Regular assessments and reporting will be conducted to ensure transparency and accountability in the policy's implementation, with necessary adjustments made based on the findings.

#### ***5.2 Implementation Timeline and Milestones***

A detailed implementation timeline with specific milestones shall be established to guide the policy's rollout. Short-term goals (1 year), medium-term goals (3 years), and long-term goals (5 years) will be set to track progress and ensure timely achievement of the policy objectives.

#### ***5.3 Funding***

The successful implementation of the Gender Policy requires adequate funding and resources. The University shall allocate a specific budget for the Gender Desk Committee and related activities. Funding sources will include internal resources, external grants, and partnerships with organizations that support gender equality initiatives. The budget allocation will detail the resources required for various activities, such as training, awareness campaigns, and support services for victims of gender-based violence and sexual harassment.

#### ***5.4 Review of Policy***

Gender Policy will be reviewed every three (3) years to consider new developments, emerging issues, trends, and best practices in gender equality. The review process will include stakeholder consultations and feedback mechanisms to gather input from the university community and external partners.

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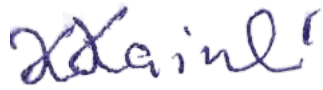
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*This Policy was approved by the Board of Kairuki Health and Education Network at its meeting held on 3<sup>rd</sup> September 2025. The Policy shall come into effect on 4<sup>th</sup> September 2025 and Management is responsible for its implementation and periodic review in accordance with University governance requirements.*

A handwritten signature in blue ink, appearing to read 'Kokushubila Kairuki'.

*Kokushubila Kairuki  
KHEN Chairperson*